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DRAFT [REDACTED] see 8/3

(Aug 3, 1954)

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MEMORANDUM FOR THE RECORD

SUBJECT: Survey of Assessment and Evaluation Staff - O.T.R.

1. In a survey of the A&E Staff, contacted [REDACTED] Chief of A&E (and acting Chief of the Evaluation Branch), Dr.

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[REDACTED] Chief of Assessment Branch, and [REDACTED] Evaluation Branch. Discussed functions, T/O's, manpower, workloads, overtime, etc.

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2. Functional statements for the Staff have been written and have the concurrence of the Chief, A&E Staff [REDACTED]

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3. A proposed T/O for the Staff, with complete job descriptions and an activities statement attached, was submitted on 26 March 1954. This T/O called for 38 positions distributed as follows:

Office of the Chief

Chief	1	
Deputy	1	
Staff Psychologist	1	
Admin Asst.	1	
Training Clerk	1	
Clerk-Steno	2	7

Assessment Branch

Chief	1	
Senior Psychologists	7	
Junior Psychologists	3	
Test Clerk	1	12

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NO CHANGE in Class. ☐

☐ DECLASSIFIED

Class. CHANGED TO: TS S

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 04/01/78 By: 070

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Chief	1	
Senior Psychologists	5	6

Research Branch

Chief	1	
Senior Psychologists	3	
Junior Psychologists	6	
Statistical Clerks	3	<u>13</u>
<u>Staff Total</u>		38

Action on this T/O was suspended pending completion of a survey of the Office of Training. It now appears that the Chief, Assessment and Evaluation Staff, has been promised four (4) or six (6) additional positions, to be loaned from the reserve of JOT slots. The question of principle involved in the loan of JOT slots will be discussed elsewhere. The proposed increase in the ceiling of the Staff appears possible of justification based on present and projected workloads. The Chief, A&E Staff, proposes that the increases, if allowed, be distributed as follows:

Office of the Chief

Staff Psychologist	1
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Assessment Branch

Junior Psychologist	1
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Evaluation Branch

None

Research Branch

Senior Psychologist	2
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Junior Psychologist 1

Statistical Clerk 1

Total 6

Assuming that the next T/O submitted for this Staff includes the additions detailed above, the Staff strength would appear as follows:

Office of the Chief

(Including the Administrative

and clerical Staff) 8

Assessment Branch 13

Evaluation Branch 6

Research Branch 17

Staff Total 44

4. Specific responsibilities of each Staff component appear to be well delegated and clearly defined.

a. The Office of the Chief, in addition to the Chief and a Deputy, includes:

(1) Two positions (both vacant) for Senior Psychologists to serve as a technical staff to the Chief and specifically, to develop programs not appropriately allocated to other Branches, e.g. problems applicable to overseas situations and indigenous personnel,

(2) Four administrative/clerical/typing personnel serving the entire Staff. The present overtime situation indicates the advisability of adding at least one more first rate typist to the present group.

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b. The Assessment Branch is concerned solely with the psychological assessment of individuals, the evaluation of critical positions and situations, the development of psychology tests and methodology by which personnel may be evaluated as to their capabilities to perform in such positions and situations, in the analysis of tests and the preparation of reports concerning personnel assessments.

c. The Training Evaluation Branch is concerned with the development and application of group pre-training tests and techniques and their evaluation, coordination with and support of instructors in the application of psychological testing pertinent to courses of instruction, development of tests to determine student progress and the relation of such test results to the results of pre-training tests, the preparation of memoranda advising instructors and others of individual student abilities and their relation to performance, and constant observation to assure the continuing validity of the evaluation program.

d. The Research Branch, in addition to performing research into the possible applications of psychological assessment and evaluation and techniques, the development of tests, forms and procedures, and the development of means of assuring the reliability and validity of all testing conducted by the Staff, performs all group testing and test scoring and much of the test analysis, maintains the incidental statistical records for the Staff, develops statistical tables and standards

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by which individual tests may be evaluated, and collects and maintains appropriate statistical records and material.

5. The development of exact factors by which the T/O for the Assessment and Evaluation Staff might be justified is not practical. The following statements are pertinent:

a. Office of the Chief:

This unit has a tentative T/O of seven positions, five are filled at this time - one vacancy (Psychologist - GS-14) is committed and the individual is being processed. The position of Deputy Chief is vacant and is not committed. It is now proposed to add one more position (a second GS-14 Staff Psychologist) to the T/O. The unit consists of three elements:

- (1) The Chief and his Deputy
- (2) Staff Psychologists - two are proposed.
- (3) Administrative/Secretarial/Typist group - four positions (1 GS-9, 1 GS-7 and 2 GS-5's).

Justification:

The position of Chief needs no justification.

The need for a Deputy Chief on this Staff is obvious although it can not be determined by a mathematical factor. The peculiarities of the Mission, the scope of activities within OTR and other Agency components, the fact that the recruitment/selection/placement and training peculiar to this Staff require an unusual effort upon the part of the Chief and involve a considerable amount of absence from his office, and the fact that the development of an adequate psychological

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testing and evaluation program within this type of agency requires that the entire structure, methodology, forms, procedures, application and validation be developed from the beginning, appears to adequately justify a Deputy of high professional calibre.

The need for the proposed two staff psychologists, as in the case of the Deputy Chief, can not be established by the application of workload factors. However, the duties proposed for these jobs, as outlined to this analyst by the Chief and as expressed in the job descriptions prepared for the positions, appear to be reasonable and essential in the program and to constitute a full workload for the number of positions involved.

The administrative/secretarial/typist group represents the pooling of such personnel for the entire staff. The four positions concerned, plus the use of outside overtime typing assistance, provide the Staff office management, receptionist, secretarial, clerical and typist support. Observation indicates that this group is operating effectively and that available manpower is being well utilized. The application of a normal ratio of secretarial/receptionist/typist personnel to professional/technical/scientific personnel would indicate an understaffing in this unit. In this connection, reference is made to the discussion of the use of clerical/typist overtime on the part of this Staff and the recommendation that an additional clerk-typist position be added to this group and the

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use of overtime clerical/typist assistance be discontinued forthwith.

Assessment Branch:

This unit has eight personnel on board, one in the process of intra-agency transfer, three in the process of employment, and one vacancy - a position described as Deputy Chief of the Branch (a Psychologist GS-14).

Since the sole end product of this unit is an "individual assessment report", it appears that:

(1) The total T/O for this Branch can, at any time, be determined by a direct ratio of personnel to the number of assessments which are projected as being required in any given period.

(2) There is a logical staffing pattern for this unit - one Junior (GS-11 and below) Psychologist for each two Senior (GS-12 and above) Psychologist. The ratio between Juniors and Seniors is the result of actual experience and the considered judgement of the Branch Chief. One Junior can satisfactorily assist and support two Senior Psychologists.

(3) A reasonable factor by which to control production or calculate staffing requirements is:

80 Assessments per year per Senior Psychologist -
(excluding the Branch Chief) and assuming that the T/O so established will include Junior Psychologists at the rate of one Junior for each two Seniors.

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The above factor is arrived at as follows:

Potential Time (In Weeks per Year) 52

Non-productive time (Weeks per Year)

Authorized annual and

sick leave (Est.) 4

Conferences, professional

meetings, training, re-

search, etc. 8 12

Productive time (Weeks per Year) 40

Production Rate

2 Assessments per Week

per Senior Psychologist

(plus support equal to

half of the time of one

Junior) or 30 Man Hours

per assessment or 40

weeks times 2 Assess-

ments per week equals. 80

Assessments per
year per Senior
Psychologist

It must be noted that the above production schedules have not been maintained in this Branch. The reasons are obvious. While nine of the proposed thirteen T/O slots are filled as of this date, many of these persons have only recently come aboard and are not yet fully oriented and trained and, therefore, are only partially productive. Further, the Branch

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has been in the development stage as to procedures and techniques. The Chief of the Staff and the Branch Chief agree that the factor of two assessments per week per Senior Psychologist is reasonable and can be maintained without any lowering of quality standards.

It is further noted that the Office of Training T/O submitted by the Director on 13 April 1954 requests a position in this Branch for a Psychologist GS-14 (an equal grade to that of the present Branch Chief position). A T/O presentation dated 26 March 1954, covering only Assessment and Evaluation Staff positions and supported by detailed job descriptions and activity data, refers to and describes this GS-14 position as "Deputy Chief" of the Branch. While the employment of any number of Senior Psychologists in this Branch which can be justified by workload and at any grade which can be supported by position requirements, qualification or performance, is not questioned, it does not appear, from a management standpoint, that the establishment of a Deputy Chief position in this Branch is necessary or advisable. The size of the Branch staff, the level of personnel, the functions to be performed, and the repetitive nature of the operations, would indicate that adequate administration should be attained without creating another administrative overhead position. However, certain peculiarities in the internal operation of this Branch would appear to justify the employment of our Psychologist at a grade above the level of the journeyman personnel - this individual to assume, in addition to normal responsibility,

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certain administrative and staff prerogatives usually associated with the position of a Deputy.

Training Evaluation Branch:

This unit has a tentative T/O of six positions, five Senior Psychologists (GS-13) and a Branch Chief (GS-14). Three Senior Psychologists are on board, two more are in the process of employment. The position of Branch Chief is vacant. The Chief, Assessment and Evaluation Staff, is acting in a dual capacity as Branch Chief.

Maximum performance of the functions of this Branch would require that each Psychologist in this Branch continuously follow one or more courses - depending on subject matter and complexity. Therefore, a good general T/O factor might be developed for this Branch by making an analysis of all courses currently scheduled and grouping them according to complexity - those which might require the full time of a Psychologist and those which might require part time, thus permitting one man to supervise two or more courses concurrently. An analysis of the courses, described above, is the only apparent means of determining whether the proposed six positions are, or are not, adequate for the Branch. The analysis of courses for factoring purposes is complicated at this time by the fact that this type of program is very new, is still in the development stage and only a small proportion of OTR courses have been processed and techniques and methodology established.

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The limited staff now available to this Branch can develop procedures, techniques, methodology, experience factors, and statistical formulas appropriate to their functions. They can not adequately discharge the functional responsibility of the Branch nor provide the Office of Training with the ultimate support which the functions envision.

Research Branch:

This Branch, with a tentative T/O of 13 and a proposed addition of 4 more slots, has eleven people on board - 3 Senior Psychologists (including the Branch Chief), 6 Junior Psychologists, and 2 Statistical Clerks. Three persons are in the process of employment - 1 Junior and 2 Statistical Clerks.

The peculiarities inherent in this operation preclude the use of an overall factor for T/O calculation. Certain phases of the operation are subject to workload measurement in terms of man-hours - others are not. Usable workload counts are not readily available. Hence, the T/O must be judged on the basis of observation and discussion. The tentative T/O of 13 plus the proposed addition of 4 positions (a total of 17 slots) does not appear excessive in view of the obvious responsibilities.

General Observations:

1. The internal organization of this Staff provides for clear delineation of responsibility for the primary phases of the Staff mission.
2. A cursory examination of the functions and job descriptions of the Staff would tend to indicate an overlapping or duplication

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in respect to the responsibility for "research". Closer examination of actual operating responsibility and performance does not indicate any objectionable duplication. The Research Branch assumes basic responsibility and the other elements perform some research on their individual problems and coordinate with the Research Branch.

3. The Staff has a unique mission and its T/O and performance can not be evaluated by comparison to any other Agency component.

4. The Staff consistently uses excessive overtime clerical/typist labor (recruited from other OTR elements and other Agency components) to accomplish typing workloads. This results in an expensive operation and the practice should be discontinued. An additional full time clerk/typist can be justified on the basis of overtime records and should be immediately added to the present administrative unit.

5. It is reported that 122 Man hours of overtime were expended by professional personnel during the months of April, May and June. This was stated to be for the purpose of writing reports. Blanket approval for overtime should not be authorized for any element and individual requests should be approved only in emergency situations. The indiscriminate approval of overtime is not compatible with good administration.

6. The Chief of this Staff stated that the proposed addition of six positions to his tentative T/O, discussed above, would be accomplished by a loan of slots from the JOT program. This situation will be considered when the JOT office is surveyed. However, any use of JOT slots for other than junior trainees would constitute

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a violation of trust, since these slots were allotted for a specific purpose and are not a part of the operating ceiling of the Office of Training. Their loan as operating slots is, in effect, a mechanism to defeat the Agency manpower control through the allocation of strength ceilings.

7. The T/O presentation of 26 March 1954 for this Staff, now suspended, is supported by well prepared job descriptions and a tabulation of work data. These job descriptions, while they are very realistic, should be critically edited for words, terms and implications - which may tend to convey more than is actually intended.

8. The proposed creation of a position as Deputy Chief in the Assessment Branch does not appear to be justified. If the organizational designation is being applied as a means of securing a higher rating for a Senior Psychologist, it can not be considered as good practice. If a higher grade is desired for a Senior Psychologist, the position should be so designated.

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